

**CAREER PLANNING OF PERSONNEL AS A BUSINESS PROCESS****Abstract**

Employees are the core and soul of enterprises, and thus human resources departments are always trying to get comprehensive understanding of employees and provide to managers valuable and effective suggestions. Provisional jobs have become more prominent in all labor sectors and careers are also becoming more dynamic, and employees need to keep up with a growing number of changes in work and working organizations.

It is continually believed that career planning depends solely on the company in which it works, which depends on the Human Resources department or the area manager itself, but this article aims to explain why the planning and development of the associate's career is a joint work between the individual and the organization. Among the various factors of production, which are usable in an organization, human resources is the most important.

The task of the research is to study the stages of the Career Plan in order to know its importance and the approach towards the employees with the purpose of working together associate-company.

External career describes several steps through a given occupation; on the other hand, Internal career is how the individual see its own career progression within an occupation. Thus, an integrated approach to career promotion of personnel as a business process is highly needed today.

**Keywords:** Career planning, Millennials, generations, personnel, Human Resources.

Nowadays, companies focus their organizational objectives not only on the productive and economic approach; human talent is becoming the object of study of specialists in administration and humanities. For this reason, staff development, both personally and professionally, is of the utmost importance to enterprises and especially to the areas of Human Resources. At present, within the companies are coexisting three generations: Baby boomers (1946-1964), Generation X (1965-1980) and Generation Y (1980-1999) (Chirinos, 2009).

The Generation Y or Millennials are known as the generation of change, the first to be digital natives and be represented by multitasking, as well as they must align to the rules of the company, it must know their needs and motivations, as well as their life and work style.

Generation Y is (...) possessing unique characteristics and ambitions and sometimes poorly understood by the other cohorts. They grew up surrounded by technology, perceiving education as a commodity to consume. They prefer practice to theory and focus on the short-term future (Cuesta, 2008).

For Millennials, career planning is a very important topic within their workplace; they prefer to work in companies where they can develop not only their knowledge, but also their skills, abilities and ideas, salary matters, but it is not determinant, they are looking for life balance and seek to be successful in a free way and without ties.

For all of this, career planning can be defined as a process in which professional goals are aligned with the capabilities of each individual in search of opportunities that make them feel accomplished in every way.

Generation Y is continually wondering things like: Why should I stay in this company?, does this company offer me a life-work balance?, what is most important to me: Money, free time, travels, family?. Because of this, organizations must develop a strategic plan that allows them to attract and retain talent, reduce turnover, improve associate's motivation and use the capabilities of human talent at its best,

Companies are immersed in a revolution of work style and must be prepared for generational changes; the greater challenges for them is attracting, retaining and developing Millennial workers, since they are people who must be in continuous movement to feel productive and commonly and in the wrong way are defined as unstable people.

Manpower Group, Human Resource specialists, conducted a Millennial's Career Study in which they offer various talent retention advices such as: Offer career variety, appreciate your Millennials, focus on career and mobility, be ready to ride the career waves and be flexible, have regular career conversations and also be open to alternative work models.

Regardless of the generation of staff, it is important to carry out a successful career plan in the footsteps of the elementary career planning model: Self-assessment, researching career opportunities, goal setting, action planning and evaluation.

Due to globalization and the opening of information technologies, new generations live in a world of change, immediacy and constant dynamism, multigenerational integration is a new organizational conflict that companies are facing.

Because of this, organizations must develop new strategies that allow them to be aligned with the lifestyle and work of their workers; It is not the same to meet the needs of a Baby Boomers than an employee belonging to Generation Y, their ideals, motivations and goals are very different from each other and their work style often varies exponentially; Career development from one generation to another must be clearly focused on their professional and personal goals, without leaving aside the organizational ones.

### **Bibliography**

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### **ПЛАНИРОВАНИЕ КАРЬЕРЫ ПЕРСОНАЛА КАК БИЗНЕС-ПРОЦЕСС**

#### **Аннотация**

Работники – тело и душа предприятий, и, таким образом, отделы человеческих ресурсов всегда пытаются достичь полного понимания работников и предоставить менеджерам ценные и эффективные предложения. Временные рабочие места стали преобладать во всех секторах занятости, и карьеры стали более динамичными, а работники должны соответствовать ряду изменений в работе и работающих организациях.

Устоялось убеждение, что планирование карьеры зависит целиком от компании, которая, в свою очередь, зависит от отдела человеческих ресурсов, или от местного менеджера; но эта статья ставит целью объяснить, почему планирование и развитие карьеры принятого на работу человека – это совместная работа индивида и организации. Среди множества производственных факторов, полезных для организации, человеческие ресурсы – самые важные.

Задача исследования – изучить стадии карьерного плана с целью узнать его значимость как подхода к работникам для совместной работы нанятого работника и компании.

Внешняя карьера описывает ряд шагов внутри данного рода занятий, с другой стороны, внутренняя карьера равна индивидуальному видению поступательного движения карьеры внутри занимаемой позиции. Таким образом, интегральный подход к продвижению карьеры персонала как бизнес-процесса весьма востребован сегодня.

**Ключевые слова:** планирование карьеры, поколение тысячелетия, человеческие ресурсы.